



THE COUNTY OF TULARE
IS SEEKING A
HEALTH AND HUMAN SERVICES
AGENCY DIRECTOR

THE COMMUNITY

Tulare County...a place to *create* and *recreate*! Because Tulare County is the center of California, not only geographically, but also in its history and diverse recreational activities. Many find this exceptional community a place to expand and realize professional goals, make lasting friends, raise families as well as to relax and enjoy outside interests and sports.

Founded in 1852, Tulare County's history is entwined in its geography. To the east, towering peaks – Mt. Whitney, Mt. Muir and Triple Divide Peak – speak of explorers and naturalists. Today, they provide boating, fishing, hiking, skiing, mountain climbing and other recreational pursuits. To the west, the "Plains of the San Joaquin" echo the Spanish explorers finding the "Laguna de los Tulares" and the track gangs spiking the Southern Pacific Railroad. Today, Tulare County is one of the largest producers of agricultural products in the world, supporting a \$3 billion farming, ranching, and dairy economy with a growing population and flourishing cities. Visalia is the County seat and the Gateway to Sequoia National Park.

Nearly 409,000 residents throughout the County maintain close-knit communities that exemplify the desirability of the area. They offer:

- abundant suburban and rural housing opportunities highlighted by affordable and attractive values
- short commutes with virtually no traffic congestion
- continuing cultural awareness
- a climate that is warm and dry in the summer, mild in the winter with low humidity and 10" average annual rainfall
- that special, small town feeling

Tulare County is within easy reach of many other California attractions – Los Angeles and the San Francisco Bay Area are each within a three-hour drive. The picturesque seaside resorts of Cambria, Morro Bay, and Pismo Beach are even closer. National parks, water skiing, snow skiing, backpacking, and camping in the High Sierra are also nearby.



THE COUNTY

Tulare County is a general law organization providing a full array of local services over a 4,863 square mile area. The County is governed by a five-member Board of Supervisors elected by geographical districts on a non-partisan basis to four-year, overlapping terms. The Board is empowered to take legislative action and set policy direction for the health, welfare and safety of County residents by the laws of the State of California.

The Board appoints a County Administrative Officer who provides administrative direction and oversight to the organization. The Board also appoints a County Counsel, and confirms the appointment of agency and department heads at the request of the County Administrative Officer. The County operates with 4,619 employees and a \$772 million FY05-06 total funds budget.

In 1995 and 1996, the Board of Supervisors moved to restructure Tulare County government services by creating two agencies combining health and human services programs in one, and public works, land use planning and parks in the second. The Board's goal was to maximize funding allocations and to improve services to the public through enhanced program coordination. The Agency approach has served Tulare County well, and the Board remains committed to this organizational structure.

THE HEALTH AND HUMAN SERVICES AGENCY

As one of two major County agencies, Health and Human Services is a mission-driven organization responsible for a broad range of public health and human services. The Agency is organized into the following branches:

Health Branch – Public Health, Clinical Services for Health, Indigent Health Care, Maternal Child Health, Environmental Health, and Office of Emergency Services

Mental Health Branch – Clinical Services for Mental Health, Managed Care and Alcohol and Drug Prevention

Human Services Branch – TulareWORKS, Child Welfare Services and Adult Services

Administration Branch – Management Information Systems, Human Resources, Fiscal, Facilities, Training, Paralegal, Public Information Unit, and Environmental Quality

The Agency Director is supported by four Assistant Directors and clerical services staff. The Agency operates with 2,172 employees and a \$331 million FY05-06 operating budget.

The Agency operates and maintains a variety of service locations throughout the County. Agency headquarters are in Visalia occupying approximately 52,000 square feet in a newer office building shared with the Resource Management Agency.

Agency Mission Statement

The mission of the Health and Human Services Agency is to develop, implement and promote public policies that improve the well being of people of Tulare County through programs provided in a caring, collaborative and culturally respectful manner.

THE POSITION

Appointed by the Board of Supervisors and working closely with the County Administrative Officer, the Health and Human Services Agency Director is an at-will employee and high-level executive responsible for all Agency programs and facilities pursuant to Federal, State and County laws and regulations. This includes recommending and implementing policy; developing goals and objectives; selecting, training and evaluating staff; and preparing and administering the Agency's revenue and expenditure budgets. The Agency Director maintains close contact with the Board of Supervisors and the County Administrative Officer regarding the progress of Agency issues and activities. The Director works collaboratively with other County, community and State officials in coordinating Agency programs. The Director also participates as an active member of the County's executive management team.

The former Health and Human Services Agency Director retired from the County.

CURRENT ISSUES AND PRIORITIES

Specific issues that the Health and Human Services Agency Director will address include:

Budget & Funding – The Director manages a budget that includes funding from a combination of Federal, State, local and grant sources. The Director will take a lead role in securing and administering appropriate funding that advances Agency activities, adapts to changing economic conditions, and remains consistent with County goals.

Performance and Operation Audit – The County has recently launched a performance and operation audit of the Health and Human Services Agency. This will require the new Director to work with staff, the CAO and Board of Supervisors to implement appropriate changes.

Organizational Development – The Agency is striving to enhance internal coordination, collaboration and innovation toward the goal of improving customer service. Leading related organizational development efforts will be a key focus for the Director.

Collaboration and Coordination – The new Agency Director will be charged with improving collaboration with other agencies, community organizations, staff and other stakeholders. Effective and timely communications coupled with a positive public relations approach will be essential to the continued success of the Agency.

THE IDEAL CANDIDATE

The ideal Health and Human Services Agency Director candidate will be an experienced executive or top-level deputy with a significant background in fiscal and staff management in a comparably sized organization. This strong and energetic leader will bring to the position outstanding creativity, communication and consensus building skills; along with a track record of working collaboratively with a broad range of people and organizations. Public sector experience serving a Board of Supervisors or similarly elected body is helpful, but not required. Essential qualities include an understanding of health and human services programs in California, or a demonstrated ability to learn quickly; and experience working in economically and culturally diverse communities.

Specific requirements are as follows:

Qualifications

Experience: Extensive fiscal and staff management experience at an executive or administrative level for a comparably sized public or private sector organizations is expected.

Education: A Bachelor's degree is required, and an advanced degree in a related management field is desirable. However, experience and skills are considered more important.

Management Style and Personal Characteristics

In addition to the above, the ideal candidate will be:

- collaborative, inside and outside the organization
- a team player
- of the highest integrity
- an excellent communicator and public speaker
- highly ethical
- effective with the Board of Supervisors and other County officials





- decisive when necessary
- productive; help the Agency meet County fiscal and service objectives
- a positive "can do" advocate
- visible and engaged in the community and within the Agency
- able to assist Agency to become more user friendly
- flexible; adaptable to new situations and challenges
- able to handle stress well
- politically astute
- supportive and enhance staff development
- an effective delegator

COMPENSATION AND BENEFITS

Effective January 2006 the base annual salary for the Health and Human Services Agency Director is **\$145,860**. The County also offers an attractive executive benefit program with the following elements:

Benefits – The County has a cafeteria style benefits plan and provides this position with **\$20,153** annually to purchase a personal choice of medical, dental, vision care, life and long term disability insurance plans.

Retirement – The County contributes to the County Act of 1937 Retirement System. The employee's share is a percentage based on age at entry in this or reciprocal retirement system.

Leave Allowances – The County provides a schedule of vacation and administrative leave, holidays and sick leave benefits.

Automobile – \$465 monthly automobile allowance provided.

Deferred Compensation – County employees are eligible to contribute to a tax deferred 457K plan in order to enhance their retirement and decrease their current taxable income. The County also provides a four to one match on deferred compensation up to an annual maximum of \$1,500.

Relocation Allowance – A relocation allowance up to \$3,000 is available.

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, please submit your resume with cover letter, current salary and the names of three work-related references by **Friday, January 20, 2006** to:



Marcel Turner
CSAC Human Resources Advisory Services
241 Lathrop Way
Sacramento, California 95815
Tel. 916 263-1610 or 916 263-1401
Fax: 916 561-7205
E-mail: resumes@cps.ca.gov
Website: www.cps.ca.gov/search

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. CSAC HR Advisory Services will report the results to the County. The County will then select candidates to be invited to participate in interviews in Tulare County. An offer of appointment is expected by March 2006 following reference and background checks.

